

Suggestion Evaluation Report
Suggestion No. 76-295
Item 2 (Continuation)

It gives each employee the opportunity to carry his grievance (oral or written) up through his own chain of command, to the Director of Personnel, to the Inspector General and, if required, to the DCI. It does not provide anonymity but it is probably the Grievance Procedure that would ultimately be used if the employee did not realize the expected satisfaction from his complaint presented in a periodic submission.

SUGGESTION EVALUATION REPORT

SUGGESTION NO. 76-295

2. REASONS FOR RECOMMENDATION (Continued)

having employees periodically write an essay on the state of their morale and why it is low. Rather, the monitoring would have to be done with some sort of standard attitudinal survey. One suspects, at the same time, that the value of attitudinal surveys would decrease sharply if they were administered often.

4. In sum, employees with grievances have by now more than enough vehicles for having their grievances adjudicated. The new mechanism being put forward by our suggestor under the label of a management tool would not add substantially to what we have and more likely would prove disruptive of organizational efficiency and discipline.

SUGGESTION EVALUATION REPORT

TO: Executive Secretary
Suggestion Awards Committee

SUGGESTION NO.

76-295

SUSPENSE DATE

INSTRUCTIONS: Please complete this form in detail to guide the Suggestion Awards Committee in making a final determination of the merits of this suggestion. Retain third copy.

1. ACTION RECOMMENDED ☐ ADOPT ☒ DECLINE ☐ OTHER (Specify):

2. REASONS FOR RECOMMENDATION (If more space is needed, use plain paper)

1. This suggestion would essentially establish a mechanism through which employees could regularly and anonymously give top management their opinions about the effectiveness of the component for which work and about the state of their morale. On the surface, the suggestion is somewhat attractive, both because it smacks of greater employee participation in management and promises to provide some gauge as to whether morale in a given component is rising or falling.

2. A deeper examination indicates that the suggestion's positive features really do not have much substance. Participatory management comes about when a supervisor includes his employees in the total process of decision-making, save making the final decision itself. Employees can thus inhibit their bosses from making unnecessary mistakes and take some pride from the fact that they influenced a decision governing their work. Participatory management is not an employee's anonymously ratting on his boss to top management; such a mechanism would only encourage distrust between a supervisor and his minions. If an employee sees problems in his organization and has proposed solutions, it is the employee's responsibility to bring these matters to the attention of his supervisor. If he then does not believe he has gotten a fair shake, he has the prerogatives of transferring or going to the Inspector General, among many others.

3. There might be some merit in periodically administering surveys to determine the state of morale so that one could chart it. Monitoring morale, however could not be done as our suggestor proposes--i.e.,

(Continued on the next page)

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

DATE

30 April 1976

SIGNATURE

DDI Management Staff

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See attached comment from C/ISG with which I concur.

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

none

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

none

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

n/a

DATE

3/1/76

SIGNATURE

Chief, Services Staff

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